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ABSTRACT

This book presents an approach that organizes the principles and processes of an emerging human resource development (HRD) paradigm requiring training to be everyone's business. Chapter 1 describes the paradigm and presents a practical approach for applying it. Chapter 2 draws a picture of highly effective training (HET), focusing particularly on the new roles that training leaders must play. Chapter 3 discusses five myths that have shaped the old training paradigm and still influence many organizations today. Chapter 4 describes a tool called the impact map, which has been used effectively in planning and implementing HET in a variety of organizational settings. Chapter 5 provides an analysis of the approach to HET, represented in part by the impact map. It shows how this approach is driven by four basic principles that follow from the new HRD paradigm: strengthen the linkage of training results to critical business goals; maintain a strong customer service focus; integrate training efforts into a total performance improvement system; and use measurement and feedback to continuously improve the process of learning and change. Chapters 6-9 examine these four principles in greater depth. They provide guidelines to help readers apply each principle and contain a variety of examples. Chapter 10 reviews strategies for implementing HET and includes a checklist for guiding the work of training leaders. Contains 37 references and an index. (YLB)

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